Determinants & Consequences of Organizational Citizenship Behavior: A Theoretical Framework for Indian Manufacturing Organisations

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ABSTRACT:
Purpose: Organizational citizenship behavior (OCB) is defined as individual's behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and it promotes the efficient and effective functioning of the organization. Though there are findings on the determinants and consequences of organizational citizenship behavior, criticisms are raised against them. Sometimes they are inadequate to explain the framework of organizational citizenship behavior.
The study examines the relevance of OCB in Indian organizations and proposed a new theoretical framework for future research with its practical implications.

Design / Methodology/ Approach:
The paper follows the method of in-depth and extant literature survey to critically examine the literature and rationalizes the determinants and consequences of organizational citizenship behavior in Indian context.

Conclusions/Findings:
It provides a comprehensive conceptual model of organizational citizenship behavior for Indian organizations. The model includes human resource practices, employee engagement, and job embeddedness as determinants of organizational citizenship behavior. High employee retention, job satisfaction and low absenteeism have been conceptualized as positive consequences and work-family conflict and role overload as negative consequences.

Research and Practical Implications:
The theoretical framework proposed in this paper on OCB would help researchers and management expert to understand the role of OCB in producing better results for business organizations. This paper has number of implications for HR Practitioners and management experts. They could utilize the model very effectively in Indian organizational context to nurture good OCB for better performance.

Original Contribution:
The study contributes towards the broader understanding of the new facets of the determinants and consequences of organizational citizenship behavior. It proposes a new theoretical model in the Indian context.

KEYWORDS: Organizational citizenship behavior, human resource practices, employee engagement, job embeddedness, employee retention, and work-family conflict

I. INTRODUCTION

In today's competitive business environment organizations constantly strives for achieving excellence by enhancing employees efficiency and effectiveness. One such way, organization can achieve this objective is through behavior of the individuals. Individual behavior may be classified into in-role behaviors and extra-role behaviors. The latter which is often termed as organizational citizenship behavior (OCB) includes behaviors like helping coworkers who have heavy workload, helping new employees in their work, promoting the organization in the community and offering constructive suggestions for organization development. So these set of optional workplace behaviors that exceed one's job necessities is referred as OCB. These extra role behaviors facilitates in increasing individuals and organizational performance. OCB, which is described as a discretionary behavior, has emerged as a popular area of study. It has been the most extensively studied topic in Organizational behavior research (Akbar & Haq, 2004; Chahal & Mehta, 2011; Emmerik, Hannamn, & Jimmieson, 2002; Jahangir, Khalid, & Ali, 2005; Lievens & Anseel, 2004; Podsakoff, Mackenzie, & Fetter, 1993) since it continues to arouse interest among researchers and practitioners during the recent times. So it is essential to know about the determinants and consequences of this widely investigated topic. According to Podsakoff and MacKenzie (1994) much research has not been done to examine the effects of OCB on individual, group, and

organizational performance. Therefore consequences of this concept have been explored along with the determinants. Some researchers who have focused on the consequences have considered only the positive impacts of OCB on employees neglecting the negative impact it may have on the employees. As mentioned by Bolino and Turnley (2005), engaging in citizenship behavior may lead to some personal costs like role overload and work-family conflict. Research in OCB field has ignored the negative influence of OCB on the employees who perform it (Bolino & Turnley, 2005). Therefore the present study aims at investigating both positive and negative consequences of OCB.

Although determinants of OCB have been extensively studied, there is a need to study variables which are beyond the conventional attitudinal, personality and ability factors (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). In this study HR practices, employee engagement and job embeddedness have been taken as determinants of OCB which have been rarely examined in the past.

Literature Review
In 1983, Bateman and Organ introduced the term "citizenship" as behaviors that lubricate the social machinery of the organization. The number of published papers related to OCB or other related constructs increased significantly from 13 papers during 1983-1988 to more than 122 papers during 1993-1998 (Podsakoff et al., 2000). This indicates the importance of OCB in the current business world. However, the concept of OCB is not new; this concept can be traced back to the early works of Barnard (1938), who stated that employees should be willing to contribute efforts to cooperative systems for achieving organizational goals. According to few researchers for effective functioning of an organization, cooperative behaviors beyond traditional job requirement are also essential (Katz, 1964).

The term OCB was coined by Organ in the year 1988. He defined OCB as "Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role of the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishment". Later in the year 2006 when his book was revised, Organ, Podsakoff, and MacKenzie added "in the aggregate promotes the efficient and effective functioning of the organization" within the framework of OCB.

OCB in aggregate contributes to organizational effectiveness by enhancing the social and psychological environment that supports task performance. It can also increase the efficiency of the organization through its linkage with efficiency of operation, customer satisfaction, financial performance and growth in revenues (Organ, Podsakoff, & MacKenzie, 2006).

The concept of OCB based on the works of Organ and colleagues has been widely accepted. Much published literature related to OCB usually referred to the definition of OCB based on the works of Organ and colleagues, such as Becker and Randall (1994), Dalton and Cosier (1988), Love and Forret (2008), and Pare and Tremblay (2007). Although some researchers have tried to propose their own OCB definitions, these definitions tend to show great similarity with the works of Organ and colleagues. For example, Niehoff and Moorman (1993) defined OCB as behaviors that are not included in an employee's job description. Van Dyne, Graham, and Dienesch (1994) proposed the concept of OCB which was developed mainly from civic citizenship research in philosophy, political science, and social history. Civic citizenship means all positive community-relevant behaviors of individual citizens (Van Dyne, Graham, & Dienesch, 1994). Based on this perspective, they conceptualized OCB as "a global concept that includes all positive organizationally relevant behaviors of individual organization members" (Van Dyne et al., 1994, p. 766). Thus, it can be concluded that the OCB concept is still much influenced by Organ and colleagues.

However, based on a review of several studies related to similar concepts to OCB, such as pro-social organizational behaviors and organizational spontaneity, Podsakoff and colleagues (2000) revealed an underlying problem about the unclear distinctions in the widespread definition of Organ and colleagues. Some studies have revealed that, in practice, OCB is not perceived purely as behavior that is beyond formal job requirements as Organ (1988) and Organ and colleagues (2006) defined (Fischer & Smith, 2006; Lam, Hui, & Law, 1999; Morrison, 1994; Van Dyne, Cummings, & Parks, 1995; Vey & Campbell, 2004). However, Farh and colleagues (2004) suggested a possible solution for the unclear distinction in the OCB definition by focusing on results. If a behavior creates positive effects on the social, psychological, organizational, and

political contexts, than on the technical context" (Farh et al., 2004), that behavior can be considered an OCB. So this suggestion is quite helpful to distinguish the difference between formal job requirements and OCB.

To summarize, the definition of OCB is based mainly on that of Organ et al (2006). They defined OCB defined as performance that is beyond formal job requirements, which means employees can make a decision whether they will perform this type of behavior and to what degree.

Dimensions of OCB

Different scholars have different views about OCB dimensions. Scholars have developed a variety of taxonomies to classify these citizenship behaviors (Bateman & Organ, 1983; Smith, Organ, & Near, 1983; Van Dyne, Graham, & Dienesch, 1994; Williams & Anderson, 1991).After Bateman and Organ introduced the term "Organizational citizenship behavior" in 1983 researchers have identified thirty different forms of OCB (Podasakoff, MacKenzie, Pain & Bachrach, 2000). In 1983, Smith, Organ and Near (1983), conducted factor analysis taking 16-item measure of OCB which resulted in two factors, altruism and generalized compliance (also called conscientiousness). Later on Organ developed a five factor model by deconstruction which was composed of five dimensions: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Altruism refers to voluntarily helping others with a specific work related task, such as assisting a co-worker with heavy work load. Courtesy involves discretionary behaviors that aim at preventing work related problems, for example-providing advance notice to colleagues when something is changed by you which may affect them. Conscientiousness refers to exceeding the minimum role requirements of the organization (Law, Wong, & Chen, 2005). It involves punctuality, adherence to company rules, regulations and procedures when no one is watching. Sportsmanship means willingness of employees to tolerate less-than–ideal organizational situations without complaining and sacrificing one's own personal interest. Civic virtue refers to employees deep concerns and active attention in the existence of the organization (Organ, Podsakoff, & MacKenzie, 2005), such as giving one's own suggestions for development in a meeting. Most of the conceptualizations of OCB focus on some variations among these five dimensions as suggested by Organ (1988). In 1991, Lin developed a six dimension scale which includes identification with the organization, assistance to colleagues, harmony, righteous, discipline, and self –improvement.

Later on Williams and Anderson (1991) categorized OCB in terms of target of the behavior. They organized OCB construct by dividing into two dimensions of OCB consisting of OCB-individuals (OCBI) and OCB-organization (OCBO). OCBI contributes to the organization indirectly by benefiting peers and co-workers. It is directed towards other individuals in the organization like altruism and courtesy, for example-making additional copies of the meeting agenda for the co-workers, helping a new employee in performing his tasks etc. OCBO includes behaviors intended for the organization as a whole, like punctuality, making suggestions for organization advancement and obeying rules.

Van Dyne, Graham, and Dienesch (1994) introduced three dimensions for OCB. Those are obedience, loyalty and participation. Obedience refers to respect for orderly structures and processes. Loyalty involves promoting and protecting community and contributing additional effort for the common good. Participation involves contributing to the process of community self-governance.

After reviewing the existing literature regarding OCB and other related constructs Podsakoff and colleagues (2000) found seven common dimensions of citizenship behaviors. These were as follows: First, helping behavior refers to voluntarily helping behaviors toward others. Second, sportsmanship refers to individuals who do not complain when they are inconvenienced by others and who can maintain their positive attitudes even in the challenging situations. Third, organizational loyalty refers to employees promoting organizations to outsiders and committing to organizations even under adverse conditions. Fourth, organizational compliance refers to obedience toward the organization's policies and procedures (Van Dyne et al., 1994). Fifth, individual initiative refers to employee's performance of duties beyond the expected levels what is required to solve a problem (Organ et al., 2006). Sixth, civic virtue involves responsible and constructive participation (Organ, 1990). Finally, self-development refers to employee's voluntary behavior to improve his knowledge, skills, and abilities for better performance in job (George & Brief, 1992). But as mentioned by Podsakoff and colleagues(2000), the last dimension, self-development, has not received any empirical confirmation.

However, the dimensions developed by Organ are widely accepted. The literature reviewed describe unanimous acceptance of these five dimensions. The dimensions developed by other scholars are overlapping in nature and in some other cases the dimensions are inadequate to describe the entire framework of OCB. In this study five dimensions developed by Organ in 1988 will be considered.

Table 1: Dimensions of OCB

Smith, Organ & Near(1983)	**Altruism** **General Compliance**
Organ(1988)	Altruism Conscientiousness Sportsmanship Courtesy Civic Virtue
Lin(1991)	Identification with the organization Assistance to colleagues Harmony Righteous Discipline Self -improvement
Williams & Anderson(1991)	Individual –directed OCB (OCBI) Organization –directed OCB (OCBO)
Van Dyne, Graham & Dienesh (1994)	Obedience Loyalty Participation
Farth, Earley & Lin (1997)	Identification with the company Altruism toward colleagues Conscientiousness Interpersonal Harmony Protecting Company resources
Podsakoff et al. (2000)	Helping behavior Sportsmanship Organizational loyalty Organizational compliance Individual initiative Civic virtue Self-development

II. DETERMINANTS OF OCB

Much of the importance in the field of OCB stems from the extensive belief that it improves the effectiveness and efficiency of organizations (Organ & Konovsky, 1989; Organ et al., 2006; Podsakoff & MacKenzie, 1997). The significance of OCB to organizational performance has encouraged researchers to search for determinants of this concept and a number have been identified (Konovsky & Organ, 1996; Organ & Ryan, 1995; Organ et al., 2006; Podsakoff, MacKenzie, Paine & Bachrach, 2000). Researchers have found out a wide range of determinants of OCB. Those are attitudinal variables (e.g., organizational commitment, perceptions of justice, satisfaction), individual characteristics (e.g., conscientiousness, positive affectivity, agreeableness) and elements within work environment (e.g., leadership, organizational supportiveness and task characteristics). In this study HR practices, employee engagement, and job embeddedness have been taken as determinants of OCB on which sufficient research is needed to be done.

HR Practices

HR practices are the means through which employee perceptions, attitudes and behaviors are shaped (Wright, McMahan & MacWilliams, 1994). Now employees are considered as a source of competitive advantage on which organizations should give more focus in order to compete in the market with others. Organizations superior performance will depend on the degree that these important and inimitable employees not only adequately perform their required job but exert efforts that are beyond necessities (Lee & Kim, 2010). High performance HR practices will communicate employees about the humanistic values. It will convey that

the organization cares about their happiness and is ready to trust them. Therefore organizations by adopting high performance HR practices will be able to achieve competitive advantage through discretionary behaviors those are not included in the job description but lead to organizational effectiveness if performed by the employees.

Based on the data obtained from hotels, Sun, Aryee, and Law (2007) found high-performance HR practices are positively related to service-oriented OCBs. Paré and Tremblay (2007) found high-involvement HR practices reported by IT employees have indirect effects on OCBs through mediation of affective commitment and procedural justice. Morrison (1996) mentioned that because HR practices set the tone and conditions of employee employer relationship, an organization can foster OCBs through human resource management. However, what specific HR practices can be used to elicit OCBs have not been empirically tested. So on the basis of the above discussion it can be predicted that HR practices will have positive relationship with OCB.

Job Embeddedness

Job embeddedness is comparatively a new construct developed. It refers to a broad constellation of forces, from job as well as community context that might influence employee attachment to the organization (Wijayanto & Kismono, 2004). It represents three facets that can be associated with an individual's organization and community. Those are social links, fit and sacrifice. Social links includes the formal or informal connections between a person and institutions and other people. It connects an employee and his family with friends, community and physical environment in which he or she lives. Fit represents an employee's perceived compatibility with the organization and with the environment. Sacrifice involves the perceived cost of material or psychological benefits that the individual has to sacrifice if he leaves the organization or community.

Individuals having more embeddedness will tend to perform more OCB like behaviors which are beneficial for the organization (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). Wijayanto and Kismono (2004) examined the relationship between job embeddedness and Organizational citizenship behavior in five privately owned hospitals in Jogjakarta. He found positive correlation between job embeddedness and OCB. Lee and colleagues (2004) examined the role of job embeddedness on organizational citizenship, Job performance, Volitional absences and voluntary turnover. They divided job embeddedness in to two sub dimensions, on-the-job and off-the-job embeddedness. He found that out of two, on-the-job embeddedness was significantly predicting organizational citizenship. When an individual is job embedded or socially enmeshed in an organization, he feels a part of that social network and performs citizenship behaviors (Lee, Mitchell, Sablynski, Burton, & Holtom, 2004). **Employee Engagement**

Employee engagement has become an extensively used and popular term (Saks, 2006). It is a topic of interest that has been studied since twenty years. Kahn (1990) is credited as the pioneer in the field of employee engagement (Avery, McKay, & Wilson, 2007). He developed the first grounded theory regarding personal engagement and disengagement at work. According to Kahn employee engagement refers to the positive psychological conditions that lead employees to invest themselves actively in their role and organization. Schaufeli (2002) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption.

Engaged employees have greater attachment to their organization and they will be involved in the behavior that will increase efficiency of their organization. Saks and colleagues (2006) conducted a survey on 102 employees working in a variety of jobs and organizations. The researchers divided job engagement construct into job and organizational engagement. In a study of finding antecedents and consequences of employee engagement he found positive relationship between employee engagement and OCB. Engaged employees appears to show more discretionary behaviors to improve the organization as well as fulfill their role more effectively (Bakker, Demerouti & Verbeke, 2004). Highly engaged employees are not only expected to deliver superior performance but also to involve in behavior that goes beyond job requirements. Based on the above discussion, it is expected that highly engaged employees are more likely to engage in OCB.

III.   CONSEQUENCES OF OCB

Employee Retention

Employee retention has the attention of top-level managers in today's organizations because the personal and organizational costs of leaving a job are very high (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). It is a business management term which refers to the efforts made by employers to retain employees in their workforce. Little number of studies (Meyer, Ristow, & Lie, 2007; Podsakoff & Mackenzie, 1997) revealed that OCB dimensions like altruism and sportsmanship improve organizational capacity to attract and retain best employees. Retention has a direct and casual relationship with employee's needs and motivation. Employees with altruism behavior help each other in the organization which leads to healthy interpersonal relationship

among employees. This results in a healthy work environment and positive work climate. Employees with this type of working environment rarely wish to leave the organization. Sportsmanship and courtesy also creates a positive working environment where employees rarely complain about the inconveniencies faced by them and reduce work related conflicts of other employees. All these extra role behaviours of employees make the workplace the best place to work for and help in employee retention.

Job Satisfaction

Job satisfaction measures how happy employees are with their job and working environment. In this direction a couple of findings (Chughtai & Zafar, 2006; Khalid & Ali, 2005) found that dimensions of OCB like altruism and conscientiousness may improve satisfaction of employees working in the organization. When experienced employees exhibit altruism in their behavior to help the less experienced employees about efficient ways of performing the job, it will enhance the performance of less experienced employees where as employees with conscientious behavior require less supervision and allow the manager to delegate more responsibility to them (Meyer et al., 1997; Podsakoff & Mackenzie, 1997). Due to altruism and courtesy positive interpersonal relationship will be developed among employees and they will remain satisfied in the organization. So on the basis of these above discussion positive relationship between OCB and employee's satisfaction can be predicted.

Absenteeism

Absenteeism refers to the habitual non-presence in the job. Podsakoff and colleagues (2000, pp. 553) stated that "although we are not aware of any similar research on the relationship between OCB and other forms of withdrawal behavior, like lateness, absenteeism and tardiness we would expect a similar pattern of effects". Various studies carried out by Chughtai and Zafar (2006), Khalid and Ali (2005), Meyer and colleagues (1997), and Podsakoff and Mackenzie (1997) supported that increased level of OCB leads to reduced absenteeism. Van Scooter and colleagues (1994,1996) stated OCB shows an employee's eagerness to be actively involved in the organization and to interact with other members. But absenteeism which refers withdrawing from work tasks of the organization and withdrawing from the social environment (Viswesvaran, 2002). Both the characteristics of behavior indicate to have negative relation between the two constructs. Employees having high propensity in OCB dimensions like conscientiousness and civic virtue are quite interested for the development and existence of the organization and avoid unnecessary absence which might be harmful for the organization. Therefore, a negative relationship between OCB and absenteeism is expected.

Work-family conflict

Work –family conflict can be defined as a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect (Bolino & Turnley, 2005). It is a kind of role conflict in which work-role demands interferes with family-role demands (Greenhaus & Beutell, 1985). It occurs when the time, energy and behavioral demands of a role in one domain (family or work) create hindrances to meet the demands of the other domain (family or work). (Bragger, Srednicki, Kutcher, Indovino, & Rosner 2005; Greenhaus & Beutell, 1985; Perrewe, Hochwarter, & Kiewitz, 1999). Work family conflict often leads to certain negative consequences like attitudinal, behavioral and health related problems. When an individual helps others in the organization or stays for long hours he generally gives less time to his family which leads to work family conflict. Bolino and Turnley (2005) found out that OCB sometimes leads to negative consequences like work family conflict. Pezij (2010) also found positive relation between OCB and work-family conflict and the relationship was moderated by cooperative norms. Hence OCB is likely to be positively correlated with work family conflict.

Role Overload

Role overload is defined as the degree to which role expectations exceed the amount of time and resources offered for their accomplishment (Bolino & Turnley, 2005). It refers to a situation in which employees experience that there are too many responsibilities or activities expected of them within the time available for them, their ability and in relation to other constraints (Rizzo, House, & Lirtzman, 1970). When an employee do certain things which are beyond his job roles, he has to give extra time for his work neglecting his family, staying late in office or working in off days etc. Therefore the individual faces the problem of role overload. Employees who engage themselves in OCB sometimes get overloaded because of their multiple roles and when not able to manage them simultaneously (Pezil, 2010). (Pezil, 2010) conducted a study taking 85 employees and found evidence that indicates positive relationship between OCB and role overload. The relationship was moderated by affective commitment. Organ and Ryan (1995) also suggested that high level of engagement in OCB may lead to role overload as mentioned by Bolino and Turnley (2005). Hence positive relationship between OCB and role overload is anticipated.

IV.   GAP AREAS

Since OCB promotes efficient and effective functioning of the organizations most of the studies paid attention on positive consequences of OCB, neglecting the negative effects of it on individual employees. So there is a need to look for the darker side of this construct. The study will examine the negative impact of OCB on employees like work-family conflict and role overload. In this study employee engagement, HR practices, and job embeddedness have been taken as determinants of OCB and employee retention, job satisfaction, low absenteeism, work-family conflict, and role-overload as consequences of OCB. No study as such has incorporated such variables in a single framework to analyze the determinants and consequences of OCB. Majority of the researches in this domain has focused on identifying the determinants of OCB where as very little is known about the consequences of this construct (Jain, Giga, & Cooper , 2011). So there is a need to focus on the consequences of OCB along with its determinants.

The impact of newly developed construct i.e. job embeddedness on OCB seems to be unaddressed. There is paucity of research in this area. Therefore the research in job embeddedness in the context of OCB will enrich and expand the understanding of employee behavior in organization.

In previous literatures job satisfaction was taken as antecedent leading to OCB. However it is observed that job satisfaction has never been taken as an outcome of OCB which is needed to be tested. The result will confirm the role of Job satisfaction as a determinant to OCB.

V.   OBJECTIVES OF THE STUDY

The main purpose of this study is to explore the determinants and consequences of organizational citizenship behavior. The specific objectives of this study are:
1)   To examine the role of HR practices, job embeddedness, and employee engagement as determinants of OCB.
2)   To examine the influence of OCB on employee retention, job satisfaction and absenteeism.
3)   To investigate the influence of OCB on work-family conflict, and role-over-load.

VI.   HYPOTHESES

Based on review of literature the following hypotheses have been formulated.
H_1: HR practices will be positively related to OCB.
H_2: There will be positive relationship between job embeddedness and OCB.
H_3: Employee engagement will be positively associated with OCB.
H_4: OCB will positively influence employee retention.
H_5: OCB will positively influence job satisfaction.
H_6: OCB will be negatively related to absenteeism.
H_7: OCB will lead to work-family conflict.
H_8: OCB will be positively related to role overload.

Empirical analysis of the proposed model would provide useful information related to the relavance of OCB in Indian organizations. This will also help us to draw conclusion about the interrelationships among the predictors of OCB and its consequences. The following model will be tested in the near future in Indian content that could be utilized in international scenario.

Conceptual Framework

Figure1: Proposed Model
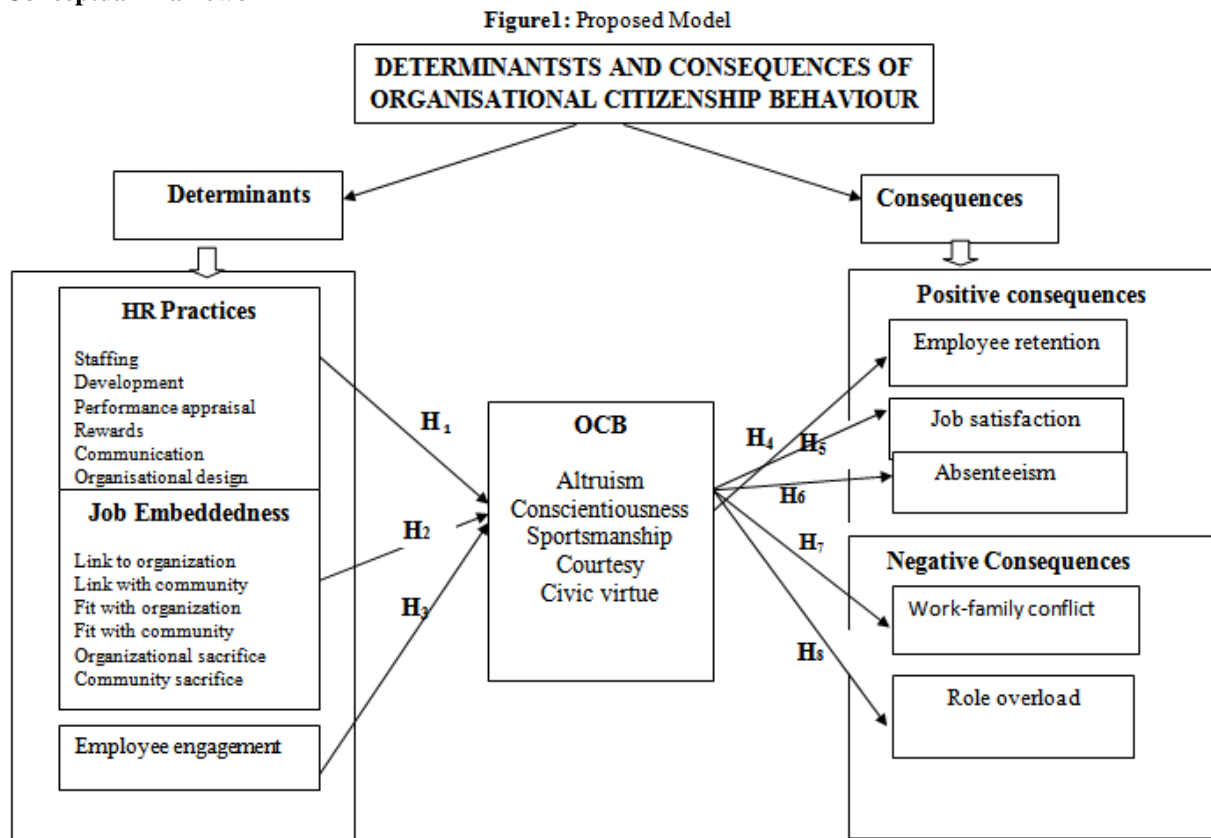
VII. MANAGERIAL IMPLICATIONS

This piece of research has got significant implications for practitioners and researchers. It contributes to the literature of OCB by focusing on consequences of OCB which is being very rarely studied. Managers by knowing the positive and negative consequences of OCB will adopt specific measures. By knowing the positive outcomes of OCB managers can promote OCB in the organization to reduce absenteeism, reduce turnover, and increase retention rate of employees in the organization. But simultaneously this piece of research will make them aware about the negative consequences like increased job stress, increased role overload and work family conflict. The managers by understanding the positive and negative consequences of OCB will take measures so that the negative consequences of OCB can be avoided and positive outcomes of it can be enforced to increase organizational performance and effectiveness.

VIII. SCOPE FOR FUTURE RESEARCH

As this is a review paper, empirical study on this topic can be conducted in future. Future researchers can also incorporate some other variables such as consequences of OCB like increased employee commitment, job satisfaction, performance, organizational effectiveness. Some moderator and mediator variables like age, experience or GENDER variables can be taken to study relationship between OCB and its consequences. Other possible negative consequences can also be studied to enrich this field of research.

IX. CONCLUSION

Managers should give adequate importance to OCB because it is accepted as an indispensible condition for increased organizational performance and effectiveness (Barnard, 1938; Katz and Kahn, 1978; Organ, 1990). OCB has got many positive influences on the organization like increasing satisfaction of employees, increasing retention etc. But simultaneously the darker side of this construct should not be forgotten which may lead to decreased organizational performance and effectiveness. In this article some positive as well as negative aspect of OCB have been highlighted which gives knowledge to practitioners about the application of OCB in the organization. The determinants of OCB such as HR practices, Job embeddedness and employee engagement can be used as strategies to promote OCB in organizations. The paper will also help researcher to carry out empirical studies on OCB and its related outcome variables. This will further facilitate the understanding of employees extra role behaviour in organizational analysis.

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